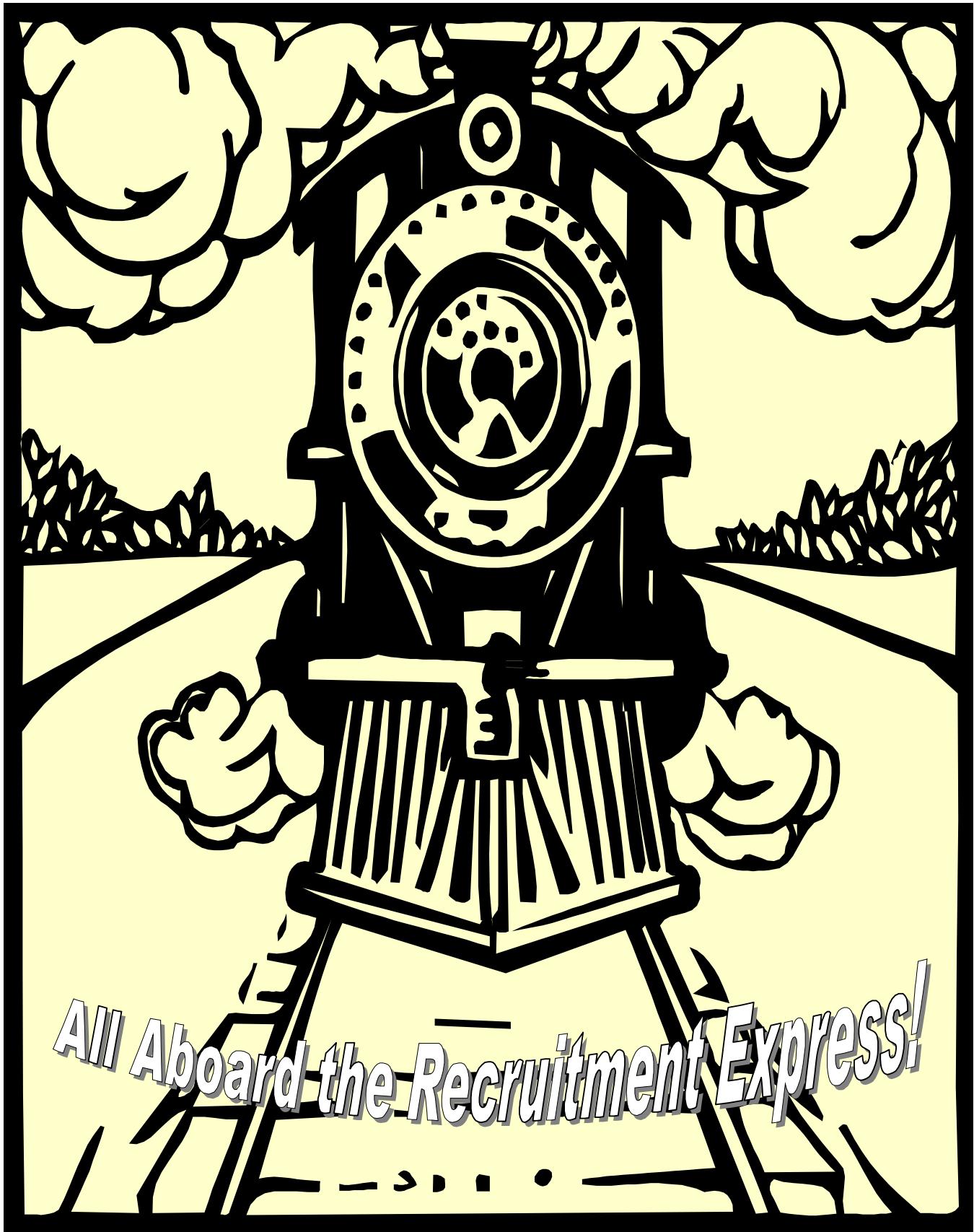


# *The Supervisor's Handbook*





# **Introduction**

As a supervisor or manager at Aberdeen Proving Ground, you probably have already learned that filling your vacancies in a timely manner with capable employees is one of your greatest challenges. This handbook is designed to assist you in determining the most effective way to recruit new employees. This handbook will tell you how to initiate a recruitment action, how to determine the most appropriate recruitment source for your position, how to develop ranking criteria necessary to identify the best-qualified candidates for your position, and how to offer various incentives to attract the best candidates.

Your Civilian Personnel Advisory Center (CPAC) advisor is available to assist you with this process. However, while the CPAC will advise and assist you, **YOU** as the supervisor or manager are ultimately responsible for making the key decisions in the recruitment process. These decisions include:

- The need to fill a position
- The grade levels of the position
- The sources of recruitment (unless directed to accept an employee eligible under mandatory or priority placement programs)
- The ranking criteria used to determine who is best qualified for the position
- Who will be selected for the position

This handbook will help you expand your understanding of the overall recruitment process. It should be used as a ready reference for the majority of the civilian positions here at Aberdeen Proving Ground.

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# Chapter 1: How Do I Fill My Job?



You have an employee who tells you they are leaving in two weeks. Sounds easy, doesn't it? You just want to put another employee in the position and move on with your day-to-day work. However, as you are about to find out - **IT ISN'T THAT SIMPLE!!!!**

There are many options available. You need to consider all of them before the Civilian Personnel Operations Center (CPOC) can fill your position. Your CPAC advisor is available to help you with this process; however, here is a list of issues that you need to consider:

1. Is your employee leaving the position on a permanent basis?
2. Is your employee leaving the position on a temporary basis?
3. Is your employee leaving the position to accept an overseas assignment?
4. Is your employee leaving the position to go on active duty?
5. Is the employee's current position description accurate?
6. Is the position in an organization currently under study?
7. Is the position a full-time position? Does it have to remain full-time? Can it be filled with a part time employee?
8. Can your position be more effectively filled at a lower grade (for example, recruit your WG-2810-10 Electrician at the WG-8 level with potential to the WG-10)? If so, who will be training the new employee to learn the full performance level work?
9. If your vacancy is only temporary, are there employees that could be assigned to do that work? Could someone be detailed, temporarily promoted, or temporarily reassigned to the position?
10. If your vacancy is only temporary and an employee is not available, are you willing to hire someone from the outside (not a current Federal employee)?
11. Are you under hiring restrictions that affect your ability to fill your permanent job?
12. Are you resourced to fund the vacancy?

Now that you have considered all of these issues, what do you do? You have to decide whether to fill your position as a permanent position, temporary position or a term position. You are probably very familiar with a permanent position. However, do you know the difference between a temporary position and a term position? The difference between temporary and term positions is significant.

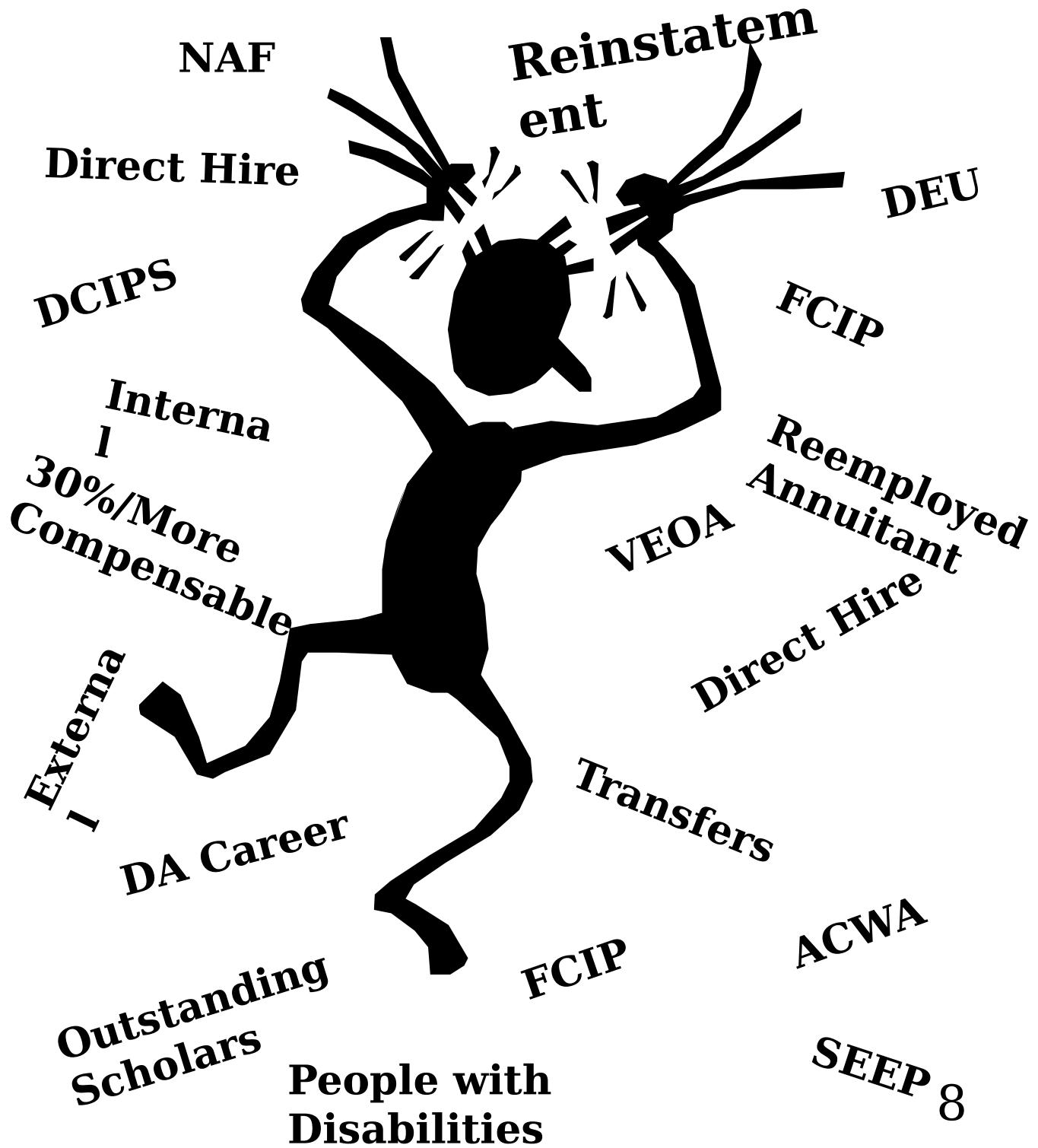
- Temporary positions cannot exceed twelve months in duration (such positions can be extended; however, the total period of employment cannot exceed two years). Temporary positions are appropriate when you have a short-term need or the need to hold permanent positions for placement of employees who may be affected by a Reduction in Force. The employee does not receive any benefits (health, life, retirement and thrift savings plan for the first year).
- Term positions must exceed twelve months initially but cannot be for more than four years. Term positions are appropriate when you have project work, extraordinary workload, uncertainty of future funding, scheduled contracting out or abolishment of a function, or the need to hold permanent positions for placement of employees who may be affected by a Reduction in Force. Term employees have a one-year trial period and receive benefits (health, life, retirement and thrift savings plan).

When you identify a temporary need (either temporary or term position would suit your needs), you can also consider other options:

- Temporary Promotion: This is when you temporarily assign an employee to a higher graded position for a specified period of time (with the employee returning to his/her permanent position when the period of time is over). The employee must meet qualification and legal/regulatory requirements for the position. The employee may be able to be temporarily promoted non-competitively (without applying for the position) in some circumstances. You should discuss any noncompetitive temporary promotions with your CPAC advisor.
- Temporary Reassignment: This is when you temporarily assign an employee to the same graded position as the one they presently are in. Employees must still meet qualification requirements, however, there is the ability to modify the qualifications under certain circumstances (discuss with your CPAC advisor). The employee may or may not be able to return to their permanent position when the period of time is over. Temporary reassessments do not automatically guarantee return rights. Return rights must be worked out prior to putting the employee in the temporary position.
- Detail: Sometimes your best option is to detail a different set of duties to an employee for a specific period of time and then the employee returns back to the permanent position at the end of the detail. Employees do not need to meet the qualification requirements unless there is a positive education requirement, for example, if a Physician needs a degree to practice, a nurse could not be detailed to perform Physician duties. You need to discuss details with your CPAC advisor.

Now that you have read all of your options... you need to make a decision. How do you want to recruit your position? Again, your CPAC advisor is available to assist you in this process.

# Chapter 2: Recruitment Sources



After you have decided on how you want to fill your position, you need to determine what is the best recruitment source to attract quality candidates for your position. Your CPAC advisor can assist you in this process based on prior experience in using such sources, knowledge of the local labor market, local unemployment rates, etc.

The various sources of recruitment are as follows:

a. Internal sources:

➤ ***Department of the Army employees:***

Recruitment Sources (Permanent Recruit & RESUMIX Procedures)

Based on knowledge of your current workforce, you may decide to look at Department of Army employees first as a source of recruitment. When you select this source for recruitment, you are considering current Department of the Army employees in a career or career conditional appointment (permanent). Sometimes employees in the excepted service can be considered (for example, DCIPS employees and employees on VRA appointments). Candidates apply for promotion or noncompetitive placement (change to lower grade or reassessments where they must only meet basic qualification requirements to be referred) using the RESUMIX procedure. The RESUMIX procedure is also used when you want to recruit a candidate on a temporary promotion, reassignment or change to lower grade.

When you select this source of recruitment, you will also be including the following source of candidates:

➤ ***Defense Civilian Intelligence Personnel System (DCIPS):***

Recruitment Sources (Permanent, Temporary, Term Recruit & RESUMIX Procedures)

DCIPS is a Statutory System, authorized by Title 10 USC, section 1601, for the Intelligence Community (IC), which includes DoD IC Agencies and the Intelligence Components within the Army, Navy, Air Force, and Marine Corps. There is a Personnel Interchange Agreement that authorizes non-competitive movement of eligible employees between DCIPS and the competitive service position throughout the Federal Government.

➤ ***DA Career Program***

Recruitment Sources (Permanent Recruit & RESUMIX Procedures)

Some of you have positions that must be filled through the DA Career program. A career program is comprised of occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and

commonalty of job and qualification characteristics. See your CPAC advisor for specifics on what the grade level is for your specific career program and what needs to be submitted when requesting candidates from the career program. Candidates applying through this program are typically current DA career or career conditional employees and will now be using RESUMIX procedures to apply.

b. External sources:

➤ **Transfer Eligibles:**

Recruitment Sources (Permanent, Temporary, Term Recruits & RESUMIX Procedures)

Sometimes there are potential candidates that work in other Federal agencies in career or career conditional appointments that you may wish to consider. They can apply for promotion, change to lower grade or reassessments using RESUMIX procedures. Transfer candidates for competitive promotions must meet the same quality ranking requirements and be among the “best qualified” – they must be ranked among others referred under the Installation’s Merit Promotion Plan.

➤ **Reinstatement Eligibles:**

Recruitment Sources (Permanent, Temporary, Term Recruits & RESUMIX Procedures)

There are also potential candidates that have worked with a Federal agency in the past. Candidates with career status have lifetime reinstatement rights. Candidates with career conditional status have reinstatement rights for three years (unless the candidate is a veteran – then they have lifetime reinstatement rights). Candidates can be non-competitively placed in a position at a grade equal to or lower than previously held (only required to meet basic qualification requirements).

Also included in this category are family members who were hired under overseas local dependent hire authority (Executive Order 12721). Such candidates must have completed 52 weeks of service (in an appropriated fund position under a local hire non-temporary appointment during the time they were accompanying a sponsor officially assigned to an overseas area), received a fully successful or better performance rating, and be reemployed within three years following the date of returning from overseas to the United States. To be considered a family member, the candidate must have been a family member at the time of the overseas employment (spouse or unmarried child under age 23).

RESUMIX procedures are used for these candidates.

**➤Veterans' Recruitment Appointment (VRA)**

**(formally Veteran Readjustment Act):**

Recruitment Sources (Permanent, Temporary, Term Recruit & RESUMIX Procedures)

On November 7, 2002, Congress passed the Jobs for Veterans Act (Public Law 107-288). The public law changes the VRA provisions found in 38 USC 4214. Although there has as yet been no change to 5 CFR Part 307, Veterans' Readjustment Appointments, the CFR language stems directly from 38 USC 4214. Therefore, any change to Title 38 immediately affects the CFR provisions. Until 5 CFR is updated, you should use 38 USC 4212 as the governing reference for VRA.

Under the new law, the following veterans are eligible for a non-competitive VRA appointment:

- o Disabled Veterans;
- o Veterans who serve on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized;
- o Veterans, who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces Service Medal (AFSM) was awarded; and
- o Recently separated veterans: Recently separated veterans are defined as those who have separated from active service within the last three years.

The provisions provide additional flexibility by eliminating all time restrictions on the appointments for veterans in the first three categories (i.e., disabled veterans' and those with a campaign badge or AFSM). This means that individuals in the first three categories may be appointed or converted to a VRA appointment without regard to any time limit. Length of service requirements have been eliminated for ALL categories of veterans.

Veterans who are not disabled and who do not have a campaign badge or AFSM may only be appointed within the first three years after the most recent separation. To receive preference, a veteran must have been separated from active duty in the Armed Forces with an honorable or general discharge.

This authority can only be used for vacancies at the GS-11 level or equivalent and below. Candidates applying under this program must only meet basic qualification requirements and physical requirements and apply under RESUMIX procedures. Veterans' with less than 15 years of education must still receive training or education.

If hired for a permanent position, the candidates are hired for a two-year period in the excepted service and are only converted to a competitive service after completing the two-year training period and being recommended by the supervisor for the conversion.

➤ **30% or more Compensable Veterans:**

Recruitment Resources (Permanent & RESUMIX Procedures)

Prior military that receive 30% or more compensation for their disability are able to apply for vacancies at any grade level. The candidate must meet only the basic qualification requirements and physical requirements and apply under RESUMIX procedures. If you select a candidate from this program, the candidate will initially be hired on a temporary basis. Once the supervisor certifies that the employee is successful, they are converted to a permanent career conditional appointment.

➤ **Veterans Employment Opportunities Act of 1998 (VEOA):**

Recruitment Sources (Permanent Recruit & RESUMIX Procedures)

Veterans who are preference eligible **OR** separated after 3 or more years of continuous active service performed under honorable conditions can apply under this program. Veterans who were released shortly before completing a 3-year tour are considered to be eligible (for example, 2 years and 11 months). ("Active service" defined in Title 37, United States Code, means active duty in the uniformed services and includes full-time training duty, annual training duty, full-time National Guard duty, and attendance, while in the active service, at a school designated as a service school by law or by the Secretary concerned.) A VEOA eligible applies under RESUMIX procedures and is referred if best qualified. If selected, the candidate is given a career or career conditional appointment. This authority cannot be used for temporary or term positions.

➤ **People with Disabilities Employment Program:**

Recruitment Resources (Permanent, Temporary, Term Recruit & RESUMIX Procedures)

Candidates in this program must be certified as eligible for the program by the State vocational rehabilitation agency or the Department of Veteran Affairs. Candidates must only meet the basic qualification requirements and physical requirements and apply under RESUMIX procedures. The vocational counselors are frequently brought to the worksite prior to the candidate beginning work to make sure that the placement is a successful one. If the candidate requires special equipment to perform the work of the position, there is a DA funded program available that will provide such equipment for use by the activity.

➤ **Non-Appropriated Fund (NAF)/AAFES:**

Recruitment Sources (Permanent & RESUMIX Procedures)

Frequently there are local candidates working at APG that are NAF/AAFES employees. They are eligible to apply under a special provision. Candidates must have been serving in a continuing Non-Appropriated Fund/AAFES position for one year or more or have been involuntarily separated from NAF/AAFES within the preceding year to apply for appropriated fund positions. They may apply for any position under RESUMIX procedures. There are special provisions for pay setting, crediting NAF experience, and transferring benefits. Interchange agreements do not authorize temporary or term appointments.

➤ ***Outstanding Scholar:***

Recruitment Sources (Permanent, RESUMIX Procedures)

You may be interested in candidates for GS-05 and GS-07 professional or administrative positions. Graduates from accredited schools must have obtained a college grade point average of 3.5 or better on a 4.0 scale or must have graduated in the top 10% of their class. Candidates would apply under RESUMIX procedures. Prior to making appointments under the OS program, an agency must advertise positions, including through OPMs job information system (USAJOBS). Outstanding Scholars cannot be appointed until they have actually become "college graduates."

➤ ***Administrative Careers with America (ACWA):***

Recruitment Source (Permanent, RESUMIX Procedures)

To recruit from this source involves announcing your vacancy through the Delegated Examining Unit (described below). A certificate of eligibles will be provided to you concurrently with Outstanding Scholar candidates from RESUMIX. As stated above, this source can only be used to fill GS-05 or GS-07 professional or administrative positions. The program covers positions found in such fields as Health, Safety and Environment; Writing and Public Information; Business, Finance and Management; Law Enforcement; Personnel Administration and Computer Operations, etc.

➤ ***Federal Career Intern Program (FCIP)***

Recruitment Source (Permanent Recruitment)

There may be a situation when you would consider hiring at the entry level (e.g., GS-05, GS-07 or GS-09) for professional occupations such as: Computer Science, Engineering, and Chemist. The FCIP allows you to select candidates without having a vacancy announcement published. This program is a two-year training program in the excepted service. See your CPAC advisor for assistance in using this source.

➤ ***Student Educational Employment Program (SEEP)***

Recruitment Source (Temporary Recruitment)

Sometimes you have a temporary need that can be met by hiring a student (for example, summer hire position). There are two components to this program: Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP).

Students may be appointed to either program if pursuing any of the following educational programs (part time or full-time):

1. High school diploma or general equivalency diploma
2. Vocational/Technical Certificate
3. Associate Degree
4. Baccalaureate Degree
5. Graduate Degree
6. Professional Degree

The SCEP program is a formally structured program, which requires a written agreement by all parties involved (student, school and employer) as to nature of work (related to the student's major field of study), continuation in school and successful completion of the program. There is no economic or income criteria. Students in the SCEP program may be converted to a permanent position upon completion of their education and their experience.

The STEP program consists of temporary jobs not to exceed one year, which may or may not be related to the student's educational goals. The student is eligible as long as they are considered a full-time student. Again, there is no economic or income criteria. Students may not be retained beyond graduation. The program can be used at any time of the year.

➤ **Delegated Examining Authority (DEA)**

Recruitment Source (Temporary, Term and DEA recruitment)

After examining all of the above listed programs and finding nothing that you believe will help you in filling your position, you have another option!!

To consider candidates that are not eligible for any of the other programs, you should choose the Delegated Examining Authority (DEA) to fill your position. The positions announced under this authority are open to all US citizens. The "Rule of Three" applies to DEA positions, as does Veteran's Preference. This means that selection must be made from the top three candidates; however, realize that you cannot bypass a veteran to select someone without preference. The DEA uses RESUMIX procedures to rate qualified applicants. Candidates submit a resume that will be on file for all Army regions. Applicants will submit a new resume after they have accepted a permanent position. This does not apply to temporary promotions or temporary assignments.

Note: You can recruit using the DEA at the same time as you recruit candidates under the above listed programs. You will receive the lists concurrently and can then decide from which list to select.

➤ **DIRECT HIRE AUTHORITY**

Recruitment Source (Permanent, Temporary, Term recruitment)

There are certain occupations that can be filled using Direct Hire Authority. Direct-hire authority allows agencies to appoint candidates directly to occupations where the Office of Personnel Management (OPM) determines there is a severe shortage of candidates. The occupations include health care occupations that provide direct patient care and services incident to direct patient care (i.e., Diagnostic Radiologic Technologist, Medical Officer, Nurse and Pharmacist), and Information Technology Management (Information Security) occupations (GS-09 and above) that support Government-wide efforts to carry out the Government Information Security Reform Act and the Federal Information Security Management Act.

If you have a position that meets the requirements of this authority, it does not have to be advertised in a vacancy announcement; veteran's preference does not apply and anyone may apply for the position. Contact your CPAC advisor for more details.

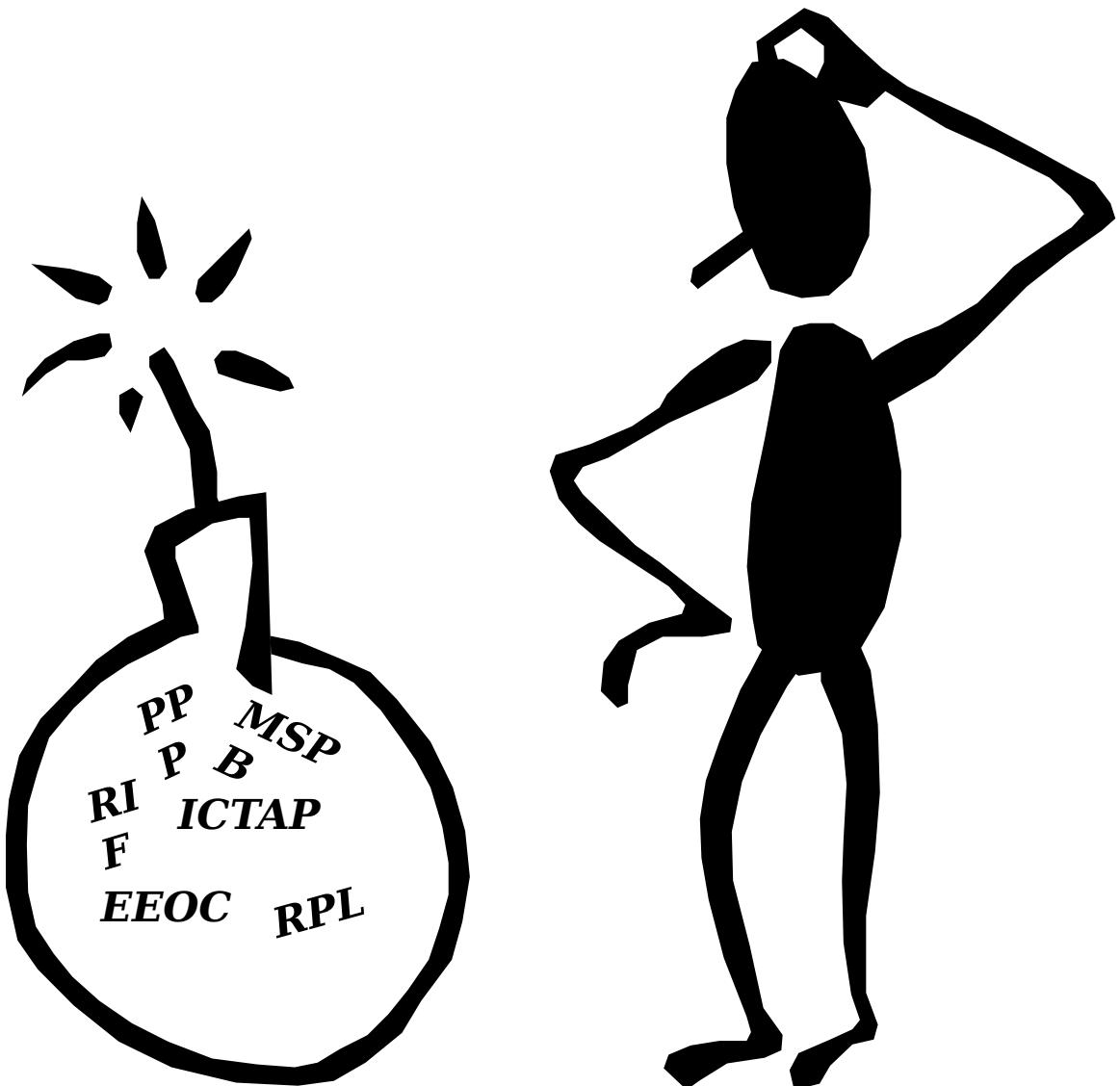
Agencies may give individuals in these categories, occupations, and grades listed above competitive service career, career-conditional, term, temporary, emergency indefinite, or overseas limited appointments.

➤ **REEMPLOYMENT ANNUITANTS**

Recruitment Source (Permanent, Temporary, Term recruitment)

An annuitant under either the CSR or FERS retirement system may be reemployed in certain positions for which they meet the DoD employment criteria and provisions of the DoD Reemployed Annuitant Policy. Reemployed annuitants may be hired on either a temporary or permanent position and must be qualified for the position. The DOD policy allows newly appointed employees receiving an annuity to receive full salary and annuity benefits. The Priority Placement Program will be cleared accordingly. A reemployed annuitant may be separated at any time at the discretion of the appointing officer, regardless of the appointment type. Reemployed annuitants provide a readily available source of highly qualified candidates. In some cases, annuitants can be reemployed in the same position they left, thus providing continuity and stability in the operation. Restrictions apply to rehiring civilian employees who receive DOD separation incentives. Contact your CPAC advisor for more details.

# Chapter 3: Mandatory & Priority Placement Programs



***BE - AWARE!***

While you are considering how to fill your position, you need to be aware that sometimes situations occur which prevents you from having total control over how the position is filled. While this doesn't happen often, it does occur. When filling your position, the CPOC will be evaluating your position carefully to decide if any of the following situations exist:

- a. Statutory, Reemployment or Restoration Placements.
- b. Directed Placements (Courts, MSPB, EEOC) or other corrective actions.
- c. RIF actions, or placements in lieu of RIF.
- d. Local Re-promotion Eligibles.
- e. Certain actions permitted under the DoD Priority Placement Program (job swaps, medical accommodations, etc.).
- f. Reemployment Priority List (RPL) registrants for positions at or below grade last held by the registrant.
- g. DoD Priority Placement Program (PPP) registrants and the remainder of the RPL candidates.
- h. Special consideration after failure to receive consideration under the Merit Promotion Plan.
- i. Interagency Career Transition Assistance Program eligibles (ICTAP).
- j. Locally imposed hiring restrictions to prepare for an upcoming RIF.

If any of these situations exist, your CPAC advisor will explain the specific details to you. The most commonly occurring situation is placement in accordance with the DOD Priority Placement Program. The majority of our vacant positions are required to be entered into the DOD Priority Placement Program. Details regarding this program are as follows:

### **PRIORITY PLACEMENT PROGRAM (PPP)**

There are several PPP programs that could affect you filling your vacancy. The three described below are the most common ones that you may hear about.

#### **PROGRAM A - DISPLACED EMPLOYEES**

General: It is DoD policy to minimize the adverse effects on employees caused by actions such as, but not limited to, Reductions In Force (RIF), base closures, realignments, consolidations, contracting out, position classification decisions, rotation from overseas, and Transfer Of Function (TOF).

Eligibility: Current employees on an appointment without time limitation in the competitive service that have career or career-conditional status or those in the excepted service with or without personal competitive status may register in the PPP if they are scheduled for displacement action as covered in PPP regulations. The employee's performance and conduct must be fully satisfactory. Unless early registration is authorized, employees become eligible to register when they: receive a specific RIF notice of separation or demotion; decline in writing an official RIF reassignment or demotion out of the commuting area; decline in writing a TOF or a covered management-directed reassignment out of the commuting area; or receive a notice of furlough for six months or more. Employees entitled to severance pay are mandatorily registered. Employees must register while still employed.

## **PROGRAM R - RETAINED GRADE EMPLOYEES**

General: The DoD Retained Grade Placement Program is the only means by which DoD employees under grade retention are afforded consideration for mandatory placement at DOD activities in the registrant's commuting area.

Eligibility: Registration is mandatory for all DoD employees receiving retained grade.

## **PROGRAM S - MILITARY SPOUSE PREFERENCE**

General: The Military Spouse Preference Program applies to spouses of active duty military members of the US Armed Forces, including the US Coast Guard and full-time National Guard, who desire priority consideration for competitive service positions at DOD activities in the US and its territories and possessions.

**Eligibility:** Spouses of active duty military members of the US Armed Forces, including the US Coast Guard and full-time National Guard, may register 30 days prior to the sponsor's reporting date, for competitive service positions at DoD activities in the US and its territories and possessions provided the spouse accompanies the military sponsor who is:

- o Assigned by a PCS move from overseas to US, or to a different commuting area within the US, including the US territories or possessions.
- o Relocating to a new and permanent duty station after completing basic and advanced individual training.
- o Permanently assigned to the same duty station where initial entry training was received.

- o Assigned by PCS to a service school regardless of the duration of training.
- o A former military member who re-enlists and is placed in a permanent assignment.

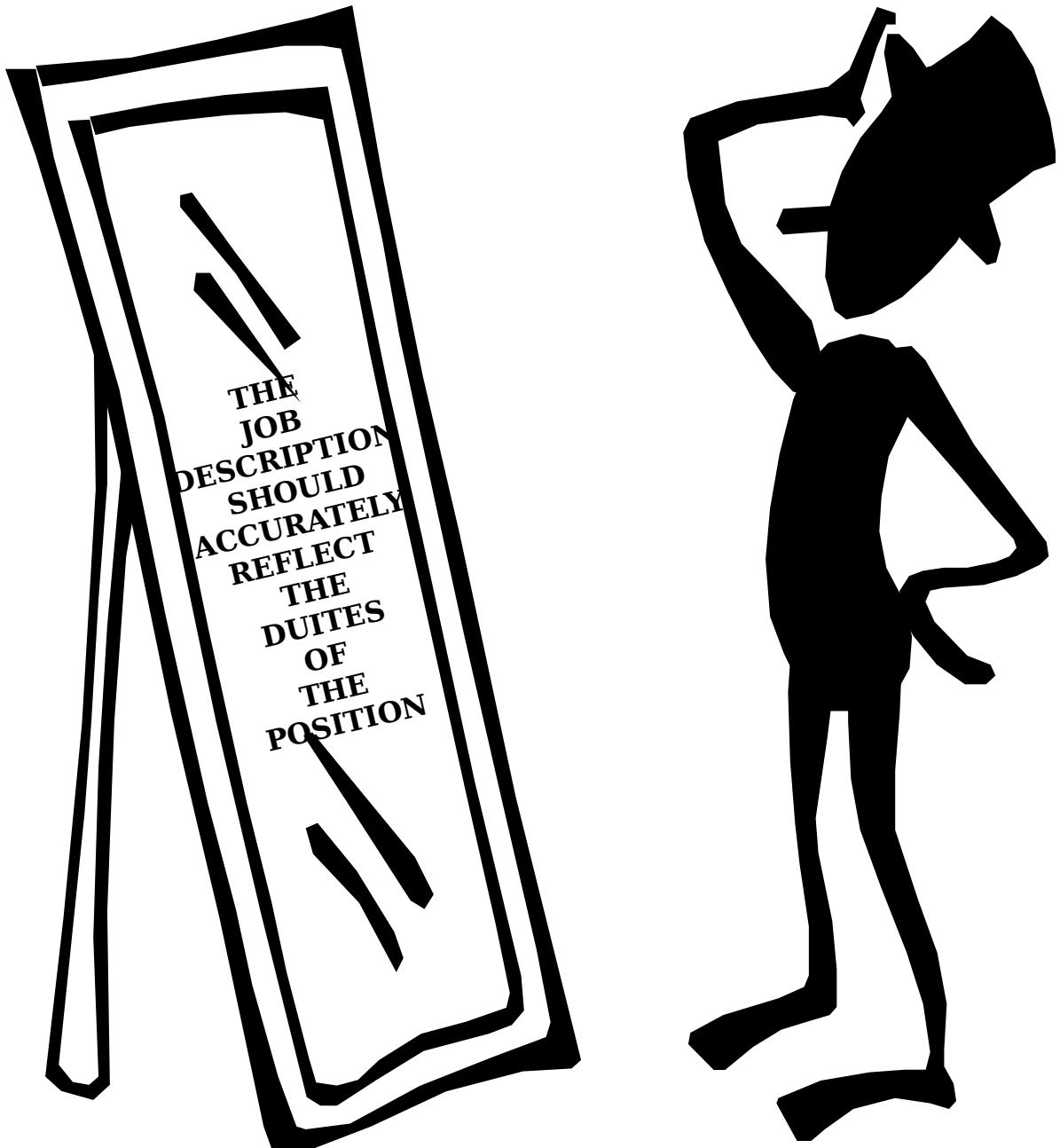
The spouse may register for activities in the commuting area of the sequential assignment at any time during the sponsor's unaccompanied tour.

(NOTE: Military spouses are ineligible for Program "S" when the sponsor relocates in conjunction with retirement or separation.)

Employees are registered by title, occupational series and grade. When you have a vacancy, it is entered into an automated system to determine if there are any employees that are registered for a like position. It is important to understand that the position remains in the automated system until the announcement is closed. So while you may be 90% done with the recruitment process, a match could still occur and most often matches result in mandatory placements. You will not be able to contact the employee, review his/her resume (prior to a commitment being made by the CPOC), or check references. The CPAC will notify you when a match occurs and if a commitment is made, what the effective date will be.

It is important to understand that your vacancy will only be matched with well qualified registrants; any registrant will have satisfactory performance and conduct; if your vacancy is a GS-12 or above – you will be able to review the application or resume prior to commitment by the CPOC; employees placed through PPP will arrive within 30 days (within the continental US) or 45 days (when arriving from overseas); and the losing activity will pay PCS costs (unless the registrant is coming from overseas).

# Chapter 4 (a): Position Descriptions & FASCLASS



Managers and supervisors have an increasingly important role in the management of human resources. They assign duties and responsibilities; write job descriptions; and maintain accurate job descriptions that show major duties, how work is reviewed, and what knowledge, skills and abilities are needed.

Under Delegation of Classification Authority (DCA), designated managers and supervisors receive written delegated authority to classify subordinate positions. This requires an added responsibility to become knowledgeable of position classification standards, practices and processes sufficient to make informed classification decisions.

When necessary, they will need to explain classification decisions to the workforce or oversight authorities (i.e., HQ DA, OPM). Managers and supervisors with DCA are responsible for classification accuracy.

Managers and supervisors will select position descriptions from FASCLASS or write new position descriptions when establishing new positions. They will revise existing position descriptions in order to ensure that job descriptions reflect current major duties and responsibilities.

Position descriptions should include only current and recurring major duties and other important aspects of the position that may affect the final classification. It is not necessary to describe in detail specific steps required to carry out a duty.

It is important to change an employee's position description to reflect the work they are actually performing in order to avoid misassigning an employee. Rewriting a position description may result in considering a change in grade level. This is therefore a crucial point when the supervisor or manager should consult with the CPAC before making a decision. The alternatives may include restricting the employee to duties described in his/her position description and abolishing or distributing the higher graded duties to existing positions that are already at the higher grade level. CPAC advice is essential in this situation. "One size" does not fit all.

According to the Office of Personnel Management, a position description is adequate if it states "...the principal duties, and supervisory relationships of a position clearly and definitively to provide information necessary to its proper classification when: considered by one familiar with the occupational fields involved and the application of pertinent classification standards and supplemented by otherwise readily available and current information on the organization, functions, programs, and procedures concerned." For classification purposes, position descriptions must provide information necessary to determine the kind of position (occupational series), level of difficulty and responsibility (grade), and title.

In general, the overall aspects of the position are the basis to determine the series. Grade levels, however, are dependent upon specific details. The differences between Supply Technician GS-6 and GS-7 or between Physicist GS-11 and GS-12 are usually not very extensive. Justifications for differences in classification are usually found in the details of differences in difficulty and level of responsibility for the work.

## **Position Description Formats**

An important aspect of any position description is the format used to write it. The applicable classification standard issued by the Office of Personnel Management determines what format is appropriate. Supervisors and managers should write position descriptions in the format required by the grade-controlling standard. In most cases, this will be the Factor Evaluation System (FES) for GS positions, and the Wage Grade format for WG positions. Other formats used are the narrative, supervisory general schedule and wage supervisor.

### **FES FORMAT**

#### **1. Major Duties**

Does each major duty describe:

The work to be performed?

The procedures involved in performing the work?

The proportion of time spent on each major duty (each one at least 25% of the time)?

#### **2. Performs Other Duties as Assigned**

Is this statement at the end of the Major Duties?

#### **3. Are the nine FES Evaluation Factors thoroughly addressed?**

Factor 1. Knowledge Required by the Position

The nature or kind of knowledge and skills needed.

How these knowledge and skills are used in doing the work.

Factor 2. Supervisory Controls

How the work is assigned.

The employee's responsibility for carrying out the work.

How the work is reviewed.

Factor 3. Guidelines

The nature of guidelines used in doing the work.

The judgment needed to apply the guidelines or develop new guidelines.

#### Factor 4. Complexity

Nature of assignment.

Facts/conditions considered by the employees in identifying what needs to be done.

Difficulty and originality involved in performing the work.

#### Factor 5. Scope and Effect

Purpose of the work - ultimate goal to be achieved.

Impact of the work product or service.

#### Factor 6. Personal Contacts

People and conditions under which contacts are made (except supervisor).

#### Factor 7. Purpose of Contacts

Reasons for contacts; skill needed to accomplish work through person-to-person activities.

#### Factor 8. Physical Demands

The nature, frequency, and intensity of physical activity.

#### Factor 9. Work Environment

The risks and discomforts imposed by physical surroundings and the safety precautions necessary to avoid accidents or discomfort.

Are the factor levels and points assigned identified on the Position Description? They should be noted on the same line as the factor rated, close to the right margin. At the end of the nine factors, ensure that the points are totaled and noted.

Do the descriptions of major duties and the evaluation factors complement each other? Statements made in the factor descriptions must be supported by major duties.

List any conditions of employment to ensure the incumbent of the position is aware of any additional requirements for the job (i.e., security clearances, temporary travel, licenses and/or certifications, etc.)

# **CLASSIFICATION GUIDANCE**

## **FEDERAL CLASSIFICATION SYSTEM**

OPM's library includes documents that provide:

- ✓ General information about the classification of these positions,
- ✓ Brief definitions of the occupations identified in these classification systems,
- ✓ General Schedule position classification standards,
- ✓ Federal Wage System job grading standards, and
- ✓ Links to information on filing a classification appeal.

<http://www.opm.gov/fedclass/>

## **INTRODUCTION TO POSITION CLASSIFICATION (GENERAL SCHEDULE)**

A detailed description of the Federal classification system for General Schedule occupations

<http://www.opm.gov/fedclass/gsintro.pdf>

## **CLASSIFIERS HANDBOOK**

Includes general guidance on how to classify General Schedule positions in the Federal classification system.

<http://www.opm.gov/fedclass/clashnbk.pdf>

## **FASCLASS**

The Fully Automated System for Classification (FASCLASS) application provides the capability to maintain position descriptions at the HQDA's centralized location. The FASCLASS database provides users the ability to search, create, modify, and verify position descriptions for positions that are specific to a CPOC. The menu options available will vary depending on the user's classification

<http://cpsfc.belvoir.army.mil/fasclass/inbox/default.asp>

## **CODE OF FEDERAL REGULATIONS**

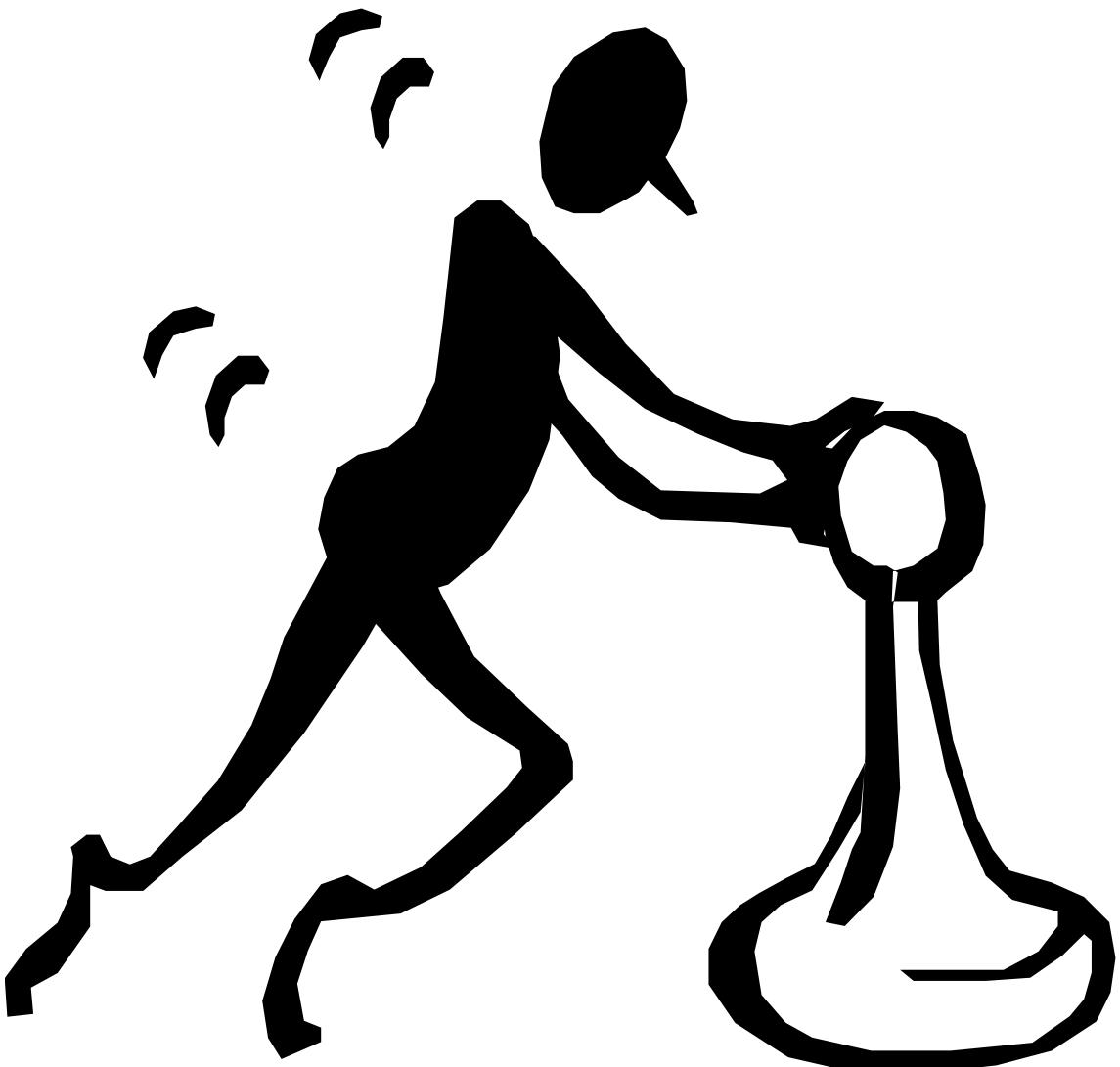
5 CFR 511 – Classification under the General Schedule

[http://www.access.gpo.gov/nara/cfr/waisidx\\_04/5cfr511\\_04.html](http://www.access.gpo.gov/nara/cfr/waisidx_04/5cfr511_04.html)

## **TITLE 5, UNITED STATES CODE (USC), Chapter 51 - Classification**

<http://www4.law.cornell.edu/uscode/5/plIIspDch51.html>

# Chapter 4 (b): Initiating Request for Personnel Actions (RPA Direct)



## A Move In The Right Direction

You may or may not be the one responsible for initiating a Request for Personnel Action (RPA). The RPA is the only official way that you can request the CPOC to fill your position. If you are the responsible person for initiating this action, it is highly recommended that you attend a CPAC training class in a computer lab to learn how to use Army Regional Tools and the Defense Civilian Personnel Data System (DCPDS). In the event you would prefer to learn how to do this on your own – you will need to do the following:

1. Contact your CPAC Advisor to obtain a user name and password to the system (you must have an established AKO account first).
2. Check out the Department of the Army Portal Civilian Personnel Online website at <http://acpol.army.mil>. Click on References and Tools, Training and Leadership, CHRA Training Management Division, HR Tool Kit: DCPDS and ART Training for end users or “how to” computer training videos (screen cams).

Again, your CPAC Advisor is available to provide you with personal assistance as you are going through the process. The system is not hard; however, if you are an infrequent user – you may find it a bit challenging to work through the first few times. Managers and supervisors have an increasingly important role in the management of human resources. They assign duties and responsibilities; write position descriptions; and maintain accurate position descriptions that show major duties, how work is reviewed, and what skills are needed.

As part of initiating the RPA, you also have to complete a gatekeeper checklist. Again, you may or may not be the one who inputs the information onto the checklist. However, as the supervisor of the position you are recruiting, you still need to provide the information to your support person who is inputting the data. You will have to provide both recruitment data and position related data.

To assist you in determining the proper recruitment strategy, you will have to answer the following:

*Are you recommending specific recruitment sources or candidates? Yes or No*

If yes, management must address the following when responding to this question:

**Options to consider:**

➤ ***Area of consideration:***

***SEE CHAPTER 2: RECRUITMENT SOURCES***

You will need to determine the best recruitment source to attract quality candidates for your position(s).

➤ ***Grade level at which management wants the position filled:***

- ✓ Fill job at GS-xx level
- ✓ Fill job at GS-xx/xx/xx levels
- ✓ Fill job at GS-xx level with potential to the GS-xx level.

Management can request to fill a job at one grade level, multiple grade levels, or one grade level with promotion potential to another grade level. Note: If you want to fill a job at multiple grade levels, you will get a list for each grade level requested.

➤ ***Recruitment sources:***

Open announcement xx days

Initial cutoff xx days with final closing date xx,

Request paid advertising through xx sources

Coordinate internal and external announcement closing dates to be the same.

Your position is generally advertised through a RESUMIX, RESUMIX for Delegated Examining or OPM announcement. Announcements are normally open for 10 days (career program announcements are open a minimum of 30 days). However, given the difficulty in filling a specific job, you may wish to also consider having paid advertising or opening your announcements for more than the 10 days. Some different alternatives include having an initial cutoff date, then keeping the announcement open until filled.

➤ ***Use of previously issued referral lists:***

Referral lists issued by the CPOC/DEU/OPM are valid for 90 days from the date of issuance. Managers may use a list generated for another position for their own position in lieu of beginning the recruitment process from the beginning. To use another list, the position must be identical in nature, same pay plan, series and grade, same status (permanent or temporary), and same tour of duty (full-time or part-time). If you would like to exercise this option, see your personnel advisor to determine if an existing list is available.

**SEE CHAPTER 4(c): The Gatekeeper Checklist for additional information.**

# Chapter 4(c): The Gatekeeper Checklist



Incomplete Checklist  
Results in Spontaneous Delays

## **INFORMATION NEEDED ON RPA GATEKEEPER CHECKLISTS**

It is very important that the First Line Supervisor for all RPA requests completes the Gatekeeper Checklist. In some activities, the RPAs go through the Directorate of Resource Management directly to the CPOC. This makes it essential that the Admin Office have all the information to complete the RPA. If you have any questions/concerns contact your servicing CPAC POC before your request is submitted.

### **HOW TO COMPLETE A CHECKLIST**

A checklist consists of a series of questions, often yes or no questions. As you respond to each question by clicking the appropriate button, the checklist will use your response to determine if you need to provide more information. For instance, a question common to the checklist is, "Do you want to make any comments about this action?" If you click the "Yes" button, a space will allow you to enter your comments.

### **CHECKLIST MODULES**

Position Decision Module: in which you identify the organizational location of the position and identify the position itself (or indicate that you are using a "new position").

Supplemental Position Data Module: in which you can make changes to data about an existing position, or provide basic information about a new position.

Recruit Module: in which you provide information needed to fill a vacant job such as travel requirements, security clearance, etc.

Resource Management (RM) Module: in which you, or your RM office, can make changes to RM data (TDA para and line, AMS code, etc.) about an existing position, or provide RM data for a new position.

### **IMPORTANT NOTES**

It is crucial that all applicable items on the Gatekeeper Checklist are complete. The Gatekeeper serves as a work order for the servicing CPOC – it contains all of the information necessary for the timely processing of the RPA. An incomplete checklist can result in delays in the classification and staffing process – which causes extended delays in filling your job.

After the position description is prepared, a RPA with Gatekeeper is created and submitted to the CPOC for processing. You can access the RPA Tracker via ART to view the status of your RPA at any time. The RPA Tracker also permits the inquirer the opportunity to submit notes (i.e., request for status updates, updates to Gatekeeper, etc.) to all personnelists involved in the processing of the RPA.

**NOTE:**

**The following pages cover pertinent information that must be included on the Gatekeeper checklist - it is the responsibility of the creator of the Gatekeeper to ensure all areas of the Gatekeeper are complete.**

AutoNOA for Awards Processing:

Effective 8 December 2004, the NECPOC implemented a new automated tool called "AutoNOA". This tool will process Request for Personnel Actions (RPAs) for monetary, time-off, rating based, and Quality Step Increase (QSI) performance based awards automatically. RPAs for these awards will continue to be submitted and routed as normal. However, since the program will extract needed information from the RPA, the Gatekeeper Checklist will no longer be required for these type of actions.

In lieu of the Gatekeeper Checklist, specific information will be required in Part D-Remarks of the RPA. Step-by-step instructions for completing an award RPA using AutoNOA can be found on the CPAC Web page located at <http://www.apg.army.mil/cpac/index.html>.

This change will not affect mass awards submitted on a spreadsheet. Prior to submitting an RPA for performance-based awards, the originator needs to ensure that the current appraisal has been posted in DCPDS, which is viewable via the Army Regional Tools (ART) under Employee Data.

**GATEKEEPER CHECKLISTS**  
**Position Establish (Recruit/Fill)**

**Module 1 - Position Decision (Position Location)**

Where is the position that is being used to process the Personnel Action located?

**Module 2 - Position Data (Manager Section)**

Have you entered the new position description into FASCLASS? Yes or No

Position Title including parenthetical(s) is:

Pay Plan is (List of Values or LOV)

Occupational Series is (LOV)

Grade is (LOV)

Work Schedule is:

- ✓ Blank
- ✓ Baylor Plan
- ✓ full-time
- ✓ full-time Seasonal
- ✓ Intermittent
- ✓ Intermittent Seasonal
- ✓ Not Applicable (AGR and NAF only)
- ✓ Part-Time
- ✓ Part-Time Job Sharer
- ✓ Part-Time Seasonal
- ✓ Part-Time Seasonal Job Sharer

Duty Station is:

Is this the Full Performance Level for this position? Yes or No

(Help) Career ladder positions depict the vertical progression paths to key positions in your organization. Normally, this is the career path by which an individual progresses from an entry level to a higher, full-performance level position; and there is formal training in conjunction with the development assignments. Career Ladder positions differ from Upward Mobility positions in that Career Ladders are an established career progression pattern within an organization. Once competitively selected for a Career Ladder position, the employee is promoted without further competition to the full performance/target grade level.

**GATEKEEPER CHECKLISTS**  
**Position Establish (Recruit/Fill) - continuation**

(Help) Position is designated to meet organizational needs through planned on-the-job and formal training identified to a suitable target position. Positions usually are tailored to specific mission and organizational needs. Restructuring of a position would be at entry level or intermediate grade levels with promotion into the designated target position. Action is typically documented in a formal training and development agreement. (<http://www.cpol.army.mil/permis>) Topic: Upward Mobility Positions.

The Full Performance Level for this position is:

Is this an Upward Mobility Position? Yes or No

Are the Position Descriptions involved in this action in FASCLASS? Yes or No

Position Description Number(s) are:

Position Sensitivity is:

(Help): Contact your personnel advisor if you are not sure what type of sensitivity is assigned to your position. This is tied to the type of security clearance required by the position. For additional information see Army Regulation 380-67 or your activity Security Manager.

- ✓ (blank)
- ✓ 1 Non-Sensitive
- ✓ 2 Non-Critical Sensitive
- ✓ 3 Critical Sensitive
- ✓ 4 Special Sensitive
- ✓ 5 Non-Sensitive CIPMS
- ✓ 6 Non-Critical Sensitive CIPMS
- ✓ 7 Critical Sensitive CIPMS
- ✓ 8 Special Sensitive CIPMS

What type of Security Clearance is required?

- ✓ (blank)
- ✓ 0 - No access required; ENTNAC/NAC/NACI required
- ✓ 1 - Secret access required; ENTNAC/NAC/NACI/BI required
- ✓ 2 - Top secret access required; BI required
- ✓ 3 - Top secret SIOP/ESI required; SBI required
- ✓ 4 - Child care background check required
- ✓ 5 - Top secret SCI required; SBI

Is this position identified on your mobilization plan as key or emergency essential: Yes or No

**GATEKEEPER CHECKLISTS**  
**Position Establish (Recruit/Fill) - continuation**

There may be positions identified in your organization as key or emergency essential under a mobility plan. See PERMISS, Army Regulation 690-11, DA Pam 691-47, or contact your activity mobilization coordinator. (<http://cpol.army.mil/library/permis>) Topic: Civilian Readiness (Mobilization Deployment)

Key/Emergency Designation is:

- Emergency-Essential Position, Relocation to Overseas Area
- Emergency-Essential Position, Remains in Overseas Loc After Evac
- Key Emergency Essential - Remain in Place
- LN Position Contingency - Essential
- LN Position Not Contingency - Essential
- Position Has Been Designated Key
- Position Not Designated Emergency-Essential or Key

Is this position subject to random drug testing: Yes or No

(Help) The Army Civilian Drug Testing Program identifies specific positions, by title and grade, that are subject to random drug testing, reasonable suspicion drug testing, and drug testing due to direct involvement with an on-duty accident that resulted in injury or damage to property. Only certain positions that meet the criteria outlined in the Army Drug Testing Plan are covered. Drug testing is required for specially designated positions involved in critical safety/security functions. See PERMISS, Army Regulation 600-85, your ADCO, or your civilian personnel advisor for additional information. <http://cpol.army.mil/library/permis> Topic: Drug Testing Program - Civilian.

Reason/authorization for drug testing is:

- (blank)
- Agency Req Drug Test of Incumbent (Tier One)
- MACOM Req Drug Test of Incumbent (Tier Two)
- No Drug Test Required
- Posn Does Not Require Drug Test But Employee Volunteers
- Posn Func Requires Drug Testing for Reason Not Specified Below
- Posn in Nuc Wpn Prsni Reliab Prgm & Req Drug Tst
- Posn in Nuclear Weapon Personnel Reliab Prgm Req Drug Test
- Posn Maintains Top Secret Clear Requiring Drug Test
- Posn Mntns Top Secret Clear and Meets Job Func Req Drug Test
- Posn Not Req Drug Test
- Presidential Appointee Requires Drug Test
- Presidential Appointee and Maintains Top Secret Clearance Requiring Drug Test
- TS Clr w/ Access-Nuc Wpn Pers Reliab Prgm Req Drug Test
- TS Clr w/ Access-Nuc Wpn Pers Reliab Prgm Req Drg Test
- Unknown

Is this position eligible for Title 38 Premium Pay (MEDCOM Positions)? Yes or No

Premium Pay is:

(Help) Additional compensation for regularly scheduled overtime, or Sunday work, and standby duty normally applies to positions such as firefighters and law enforcement officers. See PERMISS or your local CPAC representative for more information.

<http://cpol.army.mil/library/permis> Topic: Premium Pay

- (blank)
- 5% of applicable salary (standby)
- 5% of applicable salary
- 7.5% of applicable salary
- 10% of applicable salary
- 10% of applicable salary (AUO)
- 10% of applicable salary (standby)
- 12.5% of applicable salary
- 15% of applicable salary
- 15% of applicable salary (AUO)
- 15% of applicable salary (standby)
- 17.5% of applicable salary
- 17.5% of applicable salary (standby)
- 20% of applicable salary
- 20% of applicable salary (AUO)
- 20% of applicable salary (standby)
- 22.5% of applicable salary
- 22.5% of applicable salary (standby)
- 25% of applicable salary
- 25% of applicable salary (AUO)
- 25% of applicable salary (availability pay)
- 25% of applicable salary (standby)
- Firefighter embedded 40 hour schedule
- Hazard Pay
- Not applicable (non-embedded firefighter)

Is a Financial Disclosure Statement OGE 450 require? Yes or No

(Help) Army employees must refrain from any private business, professional activity or from having direct or indirect financial interest which would place them in a position where there is a conflict between their private interests and the public interest of the United States Government, particularly those interests related to their duties and responsibilities as Army personnel.

Employee required to complete this form include:

Civilian employees at grade GS-15 and below (or comparable pay level) when they participate personally and substantially through decision or exercise of significant judgment, in taking an official action for contracting or procurement, administering or monitoring grants, subsidies, licenses, or other Federal benefits, or regulating or

auditing any non-Federal entity or other activities in which the final decision may have a direct and substantial economic impact on the interests of any non-Federal entity. Contact your activity Ethics Coordinator or your servicing CPAC representative.

Acquisition Position: Yes or No

(Help): The Acquisition workforce is made up of individuals who perform work throughout the life cycle of the system, i.e., cradle to grave. There are 10 functional career fields: Program Management; Contracting; Industrial/Contract Property Management; Purchasing; Manufacturing & Production/Quality Assurance; Business, Cost Estimating and Financial Management; Acquisition Logistics; Communications-Computer Systems; Systems Planning, Research, Development and Engineering, Test and Evaluation. This typically pertains to certain occupations primarily 1101, 1102, 1105, and 1106. Reference the Army Acquisition Website and Defense Acquisition Deskbook online or contact your activity Acquisition Coordinator.

(<http://web2.deskbook.osd.mil/Career.asp>)

Career Level is:

- (blank)
- Entry Level 1
- Intermediate Level II
- None/Unknown
- Senior Level III

Time spent at Contractor Job Site is:

- (blank)
- 50% or less Time Contract Site
- More than 50% Time Contract Site

Critical Position Identifier is:

- (blank)
- Acquisition Position-Not Critical or Developmental
- Critical Acquisition Position-Developmental
- Critical Acquisition Position-Division Head
- Critical Acquisition Position-Not Division Head
- Developmental Acquisition Position

Job Specialist 1 is:

- (blank)
- Both Pre/Post-Award Oriented
- Business and Financial Mgmt
- Contracting for Construction

- ✓ Cost Estimating
- ✓ Oth-Not Pre-Post-Awd, C&P, Inst
- ✓ Pri Orient Cost & Price Anal
- ✓ Pri Post/Station/Installation
- ✓ Primarily Post-Award Oriented
- ✓ Primarily Pre-Award Oriented
- ✓ Unknown

Job Specialist 2 is:

- ✓ (blank)
- ✓ Acq of Info Res and Maj Sys
- ✓ Acq of Info Resources
- ✓ Maj Sys Acq
- ✓ Not Acq Info Res or Maj Sys
- ✓ Unknown

Position Career Category is:

- ✓ (blank)
- ✓ Acquis Logistics
- ✓ Acquis Logistics Mgt Personnel
- ✓ Auditing
- ✓ Bus, Cost Est, Fin Mgt
- ✓ Category Not Identif
- ✓ Configuration/Data Management
- ✓ Contracting
- ✓ Deputy Program Manager
- ✓ Developmental Engineer
- ✓ Educ, Tng, Career Dev
- ✓ Facilities Engineering
- ✓ Industrial Property Management
- ✓ Information Technology
- ✓ Manuf & Production
- ✓ Prog Mt Oversight
- ✓ Program Executive Officer
- ✓ Program Management
- ✓ Program Management Specialist
- ✓ Purch & Procur Asst
- ✓ Quality Assurance
- ✓ Quality Engineers & Scientists
- ✓ Reserved
- ✓ SPRDE-Science & Technology Manager
- ✓ SPRDE-Systems Engineer
- ✓ Scientist
- ✓ Senior Contracting Official
- ✓ Test & Eval Engrng

Program Type is:

- ✓ (blank)
- ✓ ACAT I & II Defense ACQ Program / Support Work IN Both ACAT I & II
- ✓ ACAT I Defense ACQ Program / Major Defense Acquisition Program
- ✓ ACAT II SIG ACQ Defense Program / Significant Non-Major Defense Acquisition
- ✓ ACAT III or IV Acquisition Program / Non Major Defense ACQ Program
- ✓ Non ACAT I, ACAT II, ACAT III, ACAT IV / None of the Above
- ✓ Non-Major, Non-Significant Program (Air Force Only)

Special Assignment is:

- ✓ (blank)
- ✓ Contracting Officer Above Small Purchase
- ✓ Deputy Program Executive Officer (DPEO)
- ✓ Deputy Program Manager & Contracting Officer Above Small Purchase
- ✓ Deputy Program Manager (DPM)
- ✓ Education, Training, and Career Development Positions
- ✓ Program Executive Officer & Contracting Officer Above Small Purchase
- ✓ Program Executive Officer (PEO)
- ✓ Program Manager & Contracting Officer Above Small Purchase
- ✓ Program Manager (PM)
- ✓ Senior Contracting Officer & Contracting Officer Above Small Purchases
- ✓ Senior Contracting Officer (SCO)

Acquisition Employee Career Field ID is:

- ✓ (blank)
- ✓ Acquis Logistics
- ✓ Bus, Cost Est, Fin Mgt
- ✓ Career Fld Not Ident
- ✓ Contracting
- ✓ Facilities Engineering
- ✓ Ind Prop Mgt
- ✓ Information Technology
- ✓ Manuf & Production
- ✓ Program Mgt
- ✓ Purch & Procur Asst
- ✓ Quality Assurance
- ✓ SPRDE-Science & Technology Manager
- ✓ SPRDE-Systems Engineer
- ✓ Test & Eval Engrng
- ✓ Unknown

Is this position part of a Personnel Demonstration Project? Yes or No

Which one:

- (blank)
- Army Medical Research & Materiel CMD Personnel Demo Project
- Army Research Laboratory Personnel Demo Project
- DoD Acquisition Personnel Demo Project

Does this position require access to Firearms and/or Ammunition: Yes or No

Is this position subject to Lautenberg Amendment: Yes or No

(Help): Position duties that would require or entail shipping, transporting, possessing, receiving, or disposing of firearms and ammunition. Any employee who has access to firearms or ammunition and who has previously been, or in the future is, convicted of a misdemeanor charge of domestic violence, must be removed from the duties that involve such access. Examples of such positions would be police officers and/or armed escorts.

### **Module 3 - Recruitment Information (Manager Section)**

Is POC for this action different than name on RPA? Yes or No

POC is:

Is POC also the Hiring Official? Yes or No

Please provide name, phone number, fax and email of the Hiring Official for this action:

Please provide the AKO email address of the Hiring Official for this action:

Recruitment is for:

- (blank)
- a. Permanent Position
- b. Temporary Promotion
- c. Term Position
- d. Temporary Position
- e. Competitive Detail
- f. Temporary Reassignment

Are you recommending specific recruitment sources or candidates? Yes or No

(Help): Sources of candidates a manager/selecting official would like to consider when filling their positions. For more information on the various types of recruitment sources, contact your servicing CPAC or PERMISS (<http://cpol.army.mil/library/permis>) Topic: Recruitment Sources

Recommendations are:

For MEDCOM positions, is this a GWOT position? Yes or No

(Help): The Medical Command is hiring a variety of highly skilled healthcare providers and medical support personnel to support the Global War on Terrorism. The initiative requires the filling of multiple temporary positions (CONUS & OCONUS) to sustain the medical treatment facilities while the MEDCOM soldiers are deployed to worldwide locations. For more information, please visit: (<http://cpolwapp.belvoir.army.mil/medcom-gwot>)

Select the function the position is being used to support:

- (blank)
- A. Professional Filler System (PROFIS)
- B. Installation Mobilization Support Unit (IMSU)
- C. Medical Hold-Over function
- Other than PROFIS, IMSU, Medical Hold-Over Functions

Is this an Obligated position? Yes or No

(Help): A position to which an employee has statutory restoration rights based on active military service, compensable injury or disability when fully recovered or return rights based on having served an overseas tour(s). Obligated positions may also cover employees who have been on extended leave without pay under certain circumstances. See PERMISS or your servicing CPAC representative for more information. (<http://cpol.army.mil/library/permis>) Topic: Obligated positions

Is this an Inclement Weather Essential Position? Yes or No

(Help): Incumbent is expected to make every attempt to report for duty on time and/or remain on duty during severe weather conditions. Annual leave will not be granted during these conditions except for the most compelling reasons. Overtime may be required on short notice. Contact your servicing CPAC representative for more information.

Is Defense National Relocation Program authorized? Yes or No

(Help): DNR is a program designed to assist the eligible and authorized DOD civilian employee to relocate from one duty station to another. One of the biggest incentives is the guarantee that the person's house will be paid for by this program, if the employee is unable to sell it. This program offers various services that can help in relocation. Contact your CPAC personnel advisor for additional information.

Is Permanent Change of Station (PCS) authorized? Yes or No

(Help): This pertains to whether or not you are willing to pay to move someone to your organization. Entitlements vary depending on whether it is a first time move in the Government or not. You should consider whether you have an adequate applicant pool locally before making this decision. First time moves are only appropriate for hard to fill positions. Contact your organization's DRM office for additional information or PERMISS. (<http://cpol.army.mil/library/permis>) Topic: Permanent Change of Station

Is a Pre-Appointment Physical Required? Yes or No

Is there a requirement for an Annual Physical? Yes or No

Is there an unusual physical requirement associated with this position? Yes or No

Please select applicable options:

- (blank)
- a. Heavy Lifting (in excess of 45 lbs.)
- b. Extreme Weather Conditions
- c. Wearing of Protective Equipment, e.g., Respirators, Safety Glasses, etc.
- d. Special Immunizations
- e. Other

Is Shift Work required? Yes or No

Work Shift is:

Is there a special license/certification requirement? Yes or No

Special License/certification requirement is:

Is there a known requirement for TDY? Yes or No

Percentage of time to be spent TDY is:

- (blank)
- 5%
- 10%
- (15% through 100% at 5% intervals)

Is a mandatory mobility agreement required? Yes or No

(Help): There is a requirement for a mandatory mobility agreement for certain positions. This primarily pertains to Department of the Army intern positions. It also applies to the quality assurance ammo career field and Critical Acquisition Positions. See your servicing CPAC representative for more information.

Is a Uniform required? Yes or No

Would you like to make comments on the action? Yes or No

Comments are:

#### **Module 4 - RM Data (Resource Management Section)**

Are you providing an AMS Code? Yes or No

AMS is:

Are you providing a TDA Paragraph and/or Line number? Yes or No

TDA Paragraph number is:

TDA Line number is:

Are you providing a Standard Work Center (SWC) code? Yes or No

SWC is:

Are you providing an APC code? Yes or No

APC Code is:

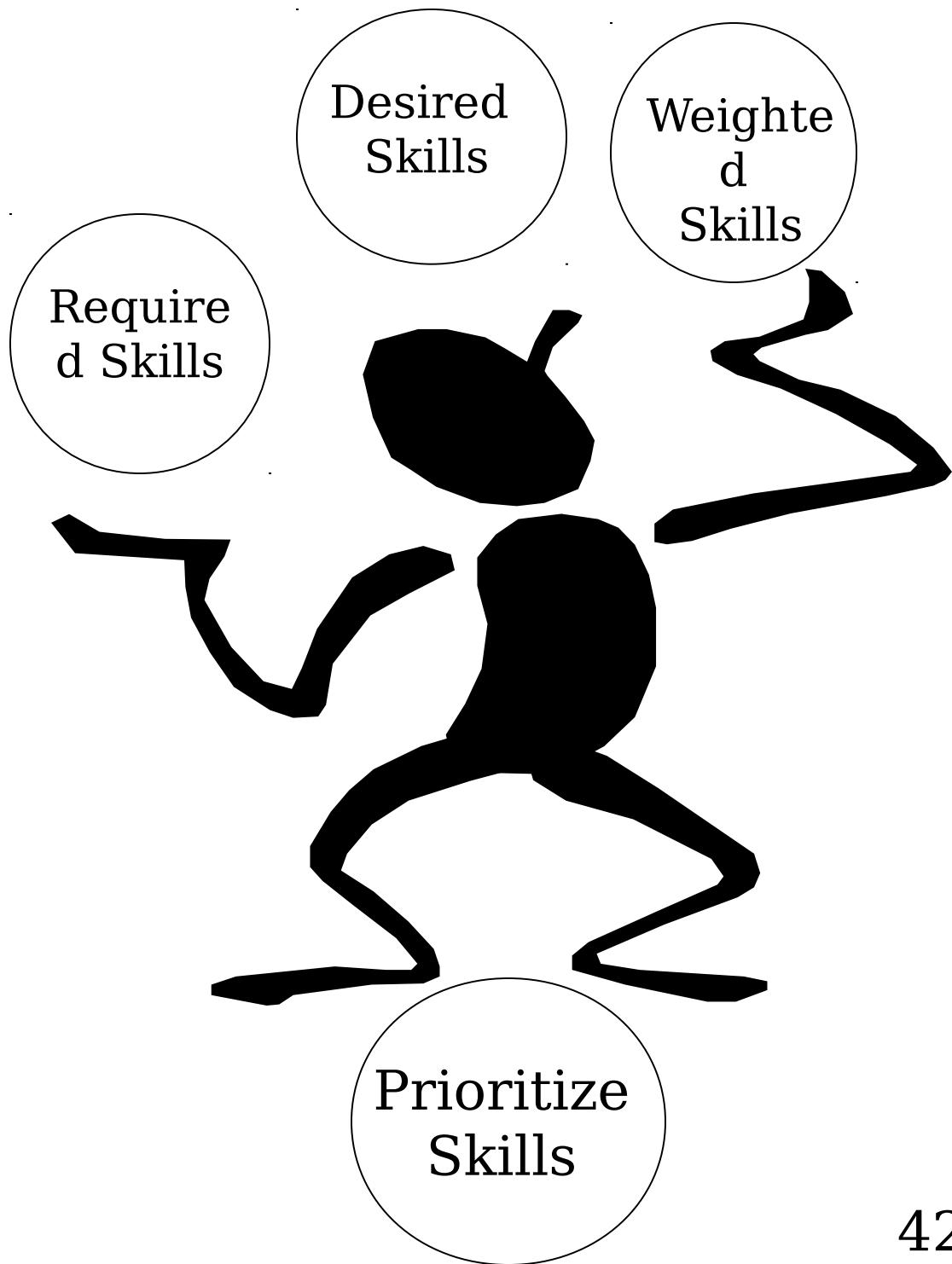
Are you providing a Cost Center Code? Yes or No

Cost Center Code is:

Is this a Program Budget Decision (PBD) 712 military to civilian position? Yes or No

Army must track all military to civilian conversions that are the result of Program Budget Decision (PBD) 712. While there are other military to civilian conversions, this question will be answered "yes" only if the recruitment is as a result of PBD 712 military to civilian conversion.

# Chapter 5: Job Analysis and Skill Selection



## **RESUMIX (INTERNAL CANDIDATES)**

To evaluate candidates for your vacancy, the CPOC will require ranking criteria to be provided by you. Ranking criteria is used to identify whether candidates are best qualified or not. Ranking is done after the CPOC has confirmed that candidates are basically qualified for the position and meet Time In Grade requirements.

a. If your position is being announced using RESUMIX procedures, you will be asked to provide "Required and Desired Skills".

### **How the Process Works for "REQUIRED and DESIRED SKILLS"**

There are two types of skills to identify during the review and approval of skills process - Required Skills and Desired Skills. Although the term skill is used throughout, you may also define these criteria in terms of a knowledge or ability.

Required Skills: Skills that you, the Selecting Official, have determined the applicants must possess in order to be referred for your position. These are skill(s) that must be brought to the position and are such that they could not be learned readily during the normal orientation period.

Desired Skills: Skills that you, the Selecting Official, determine would make the applicant better able to perform the job.

- ✓ The skills listed on the "RESUMIX JOB ANALYSIS AND SKILL SELECTION" will be used in the referral and selection process. These skills will be obtained by a process in which the CPOC representative will enter the major duties of the position description in RESUMIX and perform an extraction. The skills extracted will be forwarded by e-mail to the selecting official to determine if the skills should be required or desired. Determining the required and desired skills will assist the CPOC staff in identifying candidates who possess the skills, which are pertinent to your position vacancy. Those skills not determined required or desired will be omitted.
- ✓ Further refining of the skills may be applicable. If it is necessary to revise or alter the skills, the CPOC representative will contact the selecting official. The determination of skills to be used is a joint effort between the selecting official and the CPOC; however, the CPAC is available to provide guidance and assistance to selecting officials in identifying Job Search Criteria.
- ✓ All skills listed must be supported by the duties and responsibilities listed in the position description.

Prioritized Skills: The Required and Desired skills that you, the selecting official, prioritize in order of importance. You will be asked to identify the top three most important skills. Number "1" reflects the most important skills (e.g., D1. R1. D2. D3).

## **RESUMIX FOR DELEGATED EXAMINING (EXTERNAL CANDIDATES)**

Deployment of the automated Delegated Examining tool is a huge step forward in Department of the Army's capability to streamline, simplify and expedite the recruitment, examination and referral of external candidates. The new tool works with the RESUMIX system and provides a number of benefits to the HR community, selecting officials and applicants. Some of the benefits of the automated Delegated Examining tool includes:

- Streamlines external and internal recruitment into one simplified RESUMIX process.
- Eliminates the need for hard copy resumes, SF 171 and OF 612. Applicants can create resumes through the Army's resume builder in order to apply for vacancies.
- Eliminates the need for the Army traditional "crediting plans" involving Knowledge, Skills and Abilities (KSAs).
- Allows managers and subject matter experts to "weight" RESUMIX skills used in the examination process to ensure higher quality referrals.
- Allows managers to use same RESUMIX Skill Search Plan developed for internal merit promotion.
- Eliminates the need for hard copy referral lists. Referral lists and resumes will be electronically generated for external recruitments as they are currently issued for internal merit promotion recruitments.
- Allows applicants to apply for vacancies on-line through self-nomination.
- Allows CPOC and CPAC personnelists to conduct internal and external recruitment simultaneously, thereby significantly reducing the amount of time required to provide quality referral lists.
- Allows personnelists to take advantage of the streamlined processes that are already being used to evaluate internal applicants under RESUMIX.
- Allows CPOC managers to decentralize their Delegated Examining Units and make better use of resources previously dedicated to the manual external recruitment effort.

### **KEY FEATURES**

Weighted Skills: Make better distinctions among candidates.

Electronic Referral Lists/Certificates: Receive simultaneous internal & external announcements and referral lists/certificates.

Notice of Rating (ANSWER): Provides information to applicants & employees on status of job applications; referral preferences and status of jobs for which they have applied. They can also view resume' and supplemental information currently on file in the central RESUMIX database.

Electronic Case File: Management receives & returns referrals/certificates through AKO.

# **RESUMIX JOB ANALYSIS AND SKILL SELECTION**

## **General Information**

**RPA #:**

**CPOC POC E-mail:**

**CPAC POC E-mail:**

**Pos'n Title, PP, Series, Grade PD #:**

**POC:**

**Suspense:**

**CPOC Ph:**

**CPAC Ph:**

## **Purpose**

Employment practices in the Federal Government must be based on analysis of the position to identify the basic duties, responsibilities, skills, education, training and other factors that are important in evaluating and distinguishing the highly qualified candidates. An analysis of your position has been completed to identify skills we feel highly qualified applicants will need to successfully perform this job. As a Subject Matter Expert (SME) you are being asked to review, select and refine the skills. ***Please remember that these skill selections must be safeguarded and shared only with the supervisory chain.***

## **Definitions**

**Specialized Experience:** Experience used to determine basic/minimum qualification requirements.

**Required Skills:** Skill(s) that must be brought to the job and are as such that they could not be learned readily during the normal orientation period. Candidates must meet all Required Skills to be referred. It is not mandatory to use a "Required" Skill. However, if you are using "Required" skills, identify no more than 3.

**Desired Skills:** Skill(s) that make the candidate better able to perform the job. The number of matching Desired Skills may be used to establish a cut-off point for which to refer the best-qualified candidates.

**Prioritize Skills:** Some recruitment actions require that skills be prioritized. This is done by giving each skill that will be used in the recruitment process a numerical priority. Number 1 reflects the most important skill. You will be asked to identify the top three most important skills.

**Weighted Skills (External Delegated Examining):** You will need to provide a "weight" for the skills you determine are important for a candidate to possess. This is done by giving each skill a number between 1 and 6, 6 being the highest and most important. Skills may have equal importance and, therefore, have the same weight. At a minimum, you must have 3 skills with a weight of 2 or higher.

***Instructions (As Checked)***

1. Please review the following job requirements to determine whether they are appropriate. The attached job summary and specialized experience statement are both parts of the vacancy announcement and are key to the skill selection process. The job summary is a statement of the essential duties of the position from the position description. The specialized experience statement outlines the experience the applicant must possess to be qualified for the job. If you propose changes, please contact the CPOC POC identified above.

**Summary of essential duties from position description:**

**Specialized Experience:**

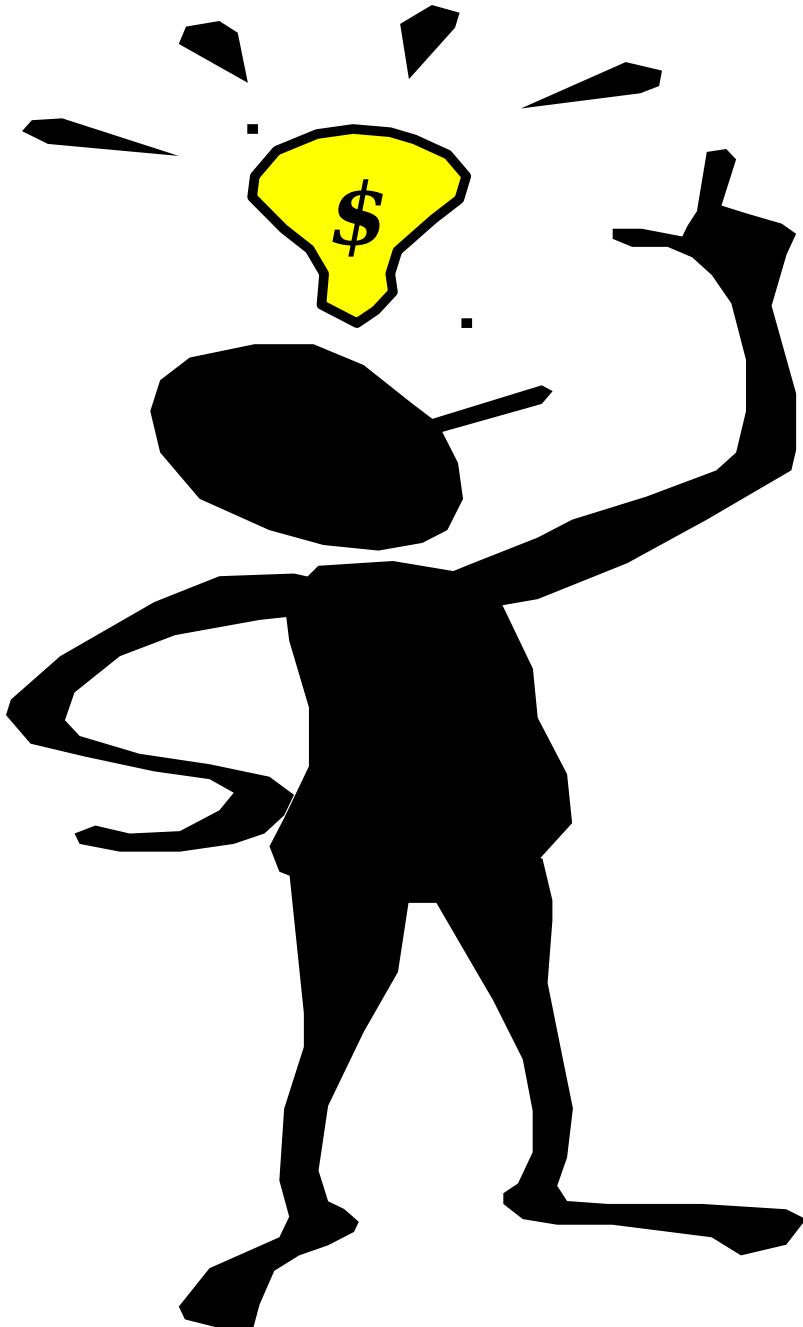
2. Below you will find a list of the skills we feel highly qualified applicants will need to successfully perform this job. Please determine whether or not these skills are acceptable. Delete any skills that are not appropriate or that you feel are redundant by placing an "X" beside the skill. Add any additional skills directly related to the position that are needed but not reflected below. Please follow the instructions to complete the items that are checked (X) regarding whether to designate skills as Required or Desired, Prioritized skills and/or Weighted skills.

**For internal merit promotion recruitment** – Designate skill as **Required** or **Desired** IAW definitions provided (Enter "R" or "D" beside the skill). Identify the top three most important skills and prioritize them starting with "1" as your most important skill (e.g., D1, R1, D2, D3).

**Add Skills:**

3. In order to expedite your referral list, please return job analysis and skill selections by e-mail to the CPOC POC by the suspense date indicated above.

# Chapter 6: Recruitment Incentives



How often have you had a situation where you selected a candidate to find out that the salary offered isn't acceptable or the employee that you hired last year is now leaving because the salary isn't increasing fast enough? Did you know that you have some options available to you to try to encourage the candidate to accept the position or stay in your organization? Check with your activity to determine if you have an internal policy on paying incentives.

### 1. Recruitment or Relocation Bonus:

A recruitment or relocation bonus of up to 25% of basic pay may be offered to certain current newly selected employees or to those employees who must relocate to accept positions in a different commuting area provided, it has been determined, the position would be difficult to fill.

You will certify, in writing, that failure to authorize a bonus would cause difficulty in filling the position with a well-qualified candidate. The written justification should include: results of recent efforts to attract candidates, recent turnover in similar positions, labor-market factors, special qualifications, if required, and whether to use a superior qualifications appointing authority alone or in combination with a recruitment bonus. The justification should be sent to the CPAC for approval.

Employees must sign a written service agreement when accepting a recruitment or relocation bonus. The minimum period of such service is 6 months. Failure to complete the service agreement will require the employee to repay the recruitment bonus on a pro rata basis.

Recruitment and relocation bonuses are paid in lump sums and are not considered part of basic pay.

### 2. Retention Bonus:

A retention allowance of up to 25% of basic pay may be offered to certain current employees to retain their services. A current employee is eligible for a retention allowance based on the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services. You determine the basis for the retention allowance identifying the unusually high or unique qualifications of the employee, a special need for that employee's services and that the employee would likely leave Federal service in the absence of a retention allowance. Your request will be sent to the CPAC for approval.

Retention allowances continue as long as the conditions warranting the allowance continue to exist. At least every 12 months, approving officials will review the initial documentation to ensure the allowance is still warranted and that the conditions still exist. Retention allowances may be decreased or terminated, depending on the circumstances.

A retention allowance is paid at the same time as basic pay (every two weeks) although it is not considered part of basic pay.

### 3. Superior Qualification Appointments:

The CPOC is authorized to set an advanced-in-hiring rate based on superior qualifications. A "special need" situation will ordinarily occur in a position involving direct program management or operation, rather than in a position providing administrative support.

Advanced-in-hiring rates are limited to new appointments and reappointments if there has been a break in service of at least 90 days since the employee's last period of Federal employment.

There is no minimum grade limitation (e.g., GS-11) for which an advanced-in-hire rate may be set nor is there a limitation on the amount above the candidate's current rate of pay (e.g., not in excess of 20%) that can be used to set the advanced rate. Both earlier limitations have been rescinded.

The documentation for each advanced-in-hiring rate must include:

- (a) The superior qualifications of the individual or special need of the agency that justified the use of the authority;
- (b) The factors considered in determining the individual's existing pay and the reason for setting pay at a rate higher than that needed to match existing pay; and
- (c) The reasons for authorizing an advanced rate instead of or in addition to a recruitment bonus.

Each case must be evaluated with consideration to available high-quality candidates, legitimate and confirmed competing offers, existing compensation of the candidate, and the necessity of an incentive above existing compensation.

Note: Be careful with using these tools. They cost money!!! You need to coordinate such actions with your Resource Advisor before asking the CPAC to approve the bonuses. We are not responsible for confirming that money is available.

# Chapter 7: Automated Tools & References



There is a wealth of information available on the Internet for the interested supervisor who is comfortable “browsing the web”. The material provided in this handbook is only a fraction of the information that can be found on line. You should take the opportunity to check out these resources. The tools that we recommend you use for recruitment issues are as follows:

APG Civilian Personnel Advisory Center Website:

(<http://www.apg.army.mil/cpac/index.html>)

The CPAC website is a communication tool to assist civilians and their leaders in providing civilian personnel support. The website is for your use and is a practical and timely source of information about human resource management. It provides information and assistance on issues such as job opportunities, benefits, salary schedules, and training with links to other sites. Users will have easy access to other sources of information and guidance concerning civilian personnel and other information systems.

New Army Civilian Personnel Online web site and Portal Application:

(<http://acpol.army.mil>)

Check out the following Links:

## EMPLOYMENT

**For Employment Seekers:** Become an Army Civilian.

Visit our employment site to explore exciting employment opportunities.

- Join the Army Team -

Site includes: Search for Jobs, Build a Resume, View Resume Status (ANSWER), Benefits, Student Opportunities, NAF Employment, How to Apply, etc.

## REFERENCES AND TOOLS

**For Public Users:** We offer various reference information and tools to assist with questions concerning Civilian Human Resources.

Site includes: Policy and Guidance Library, PERMISS, NSPS, SES, Career Mgmt, Mgmt Employee Relations, Position Classification, Recruitment & Staffing, Training (user guides, computer videos), non-Army guidance, Civilian Plans and Strategies, etc.

## EMPLOYEE PORTAL

**For Army Supervisors and Employees:** The CPOL Portal is a one stop site that provides access to all the information you may need as an Army/Civilian Supervisor or employee. Access to the Portal requires you to have an AKO account.

Site includes: Army Library of Civilian Personnel Policies and Programs, Benefits, Career Mgmt, HR, SAWMO, CPOL Links, My Pay, TSP, Army Benefits Center, Emergency Contact, Army Regional Tools, Gatekeeper, etc.

# Recruitment Knowledge



**"Creates A Win-Win Experience"**

## **Chapter 8 - Glossary**

### **Civilian Personnel Advisory Center (CPAC)**

(<http://www.apg.army.mil/cpac/index.html>)

The CPAC is located in building 305 at Aberdeen Proving Ground, MD. The CPAC provides management advisory services, informs workforce on employee benefits & entitlements, provides human resource development through local training, and administers the local labor relations program. The CPAC provides advisory services to Department of the Army employees working at the APG -- both Aberdeen and Edgewood areas.

### **Northeast Civilian Personnel Operations Center (NE CPOC)**

(<http://cpolrhp.army.mil/ner/cpocmain.htm>)

The Northeast region servicing CPOC is located in building 314 at Aberdeen Proving Ground, MD, and processes requests for personnel actions.

### **EEOC: (<http://eeoc.gov>)**

The Equal Employment Opportunity Commission is an independent agency that enforces rules protecting workers from discrimination.

### **ICTAP:**

The Interagency Career Transition Assistance Program gives special selection priority to displaced and surplus employees who apply for positions. ICTAP is applicable whenever any DoD organization accepts applications from individuals external to DoD. You are required to select a well-qualified displaced employee from another agency who applies for a vacancy in the commuting area before selecting any other candidate from outside the agency.

### **MSPB: (<http://mspb.gov>)**

The Merit Systems Protection Board is an independent agency that serves as the guardian of the Federal Merit System. The board hears and decides on employee appeals resulting from agency actions.

### **Non-appropriated Fund employees (NAF):**

NAF employees are not legally considered to be employees of the Federal Government for the purposes of laws administered by the Office of Personnel Management. The funding used to pay for these employees is generated locally by operations such as the Bowling Center, Miniature Golf Course/Batting Cages, and the Golf Course.

### **OPM: (<http://www.opm.gov>)**

The Office of Personnel Management is the agency responsible for implementing the laws and regulations governing Federal employment. OPM works with the president, congress, departments and agencies to implement HR policies. The OPM website is the first place official pay tables are listed and they maintain the USAJOBS database - job listings for all Federal agencies. (<http://www.usajobs.opm.gov>)

### **Army Portal: (<http://acpol.army.mil>)**

The Army Portal is a one-stop site that provides access to all the information you may need as an Army Civilian Supervisor/Employee. The Portal provides you with access to applications, information, news, benefits and much more. Access to this site requires an AKO account.

PCS:

This refers to a permanent change of station, a move from one job location to another at the government's expense.

Qualification standards:

Qualification standards outline the necessary "basic eligibility" requirements for a particular occupation or a group of occupations, and for each grade in the occupation. They specify the minimum quality level and amount of experience required and, often allow education as a substitute for some experience. The standards are developed by OPM.

Sometimes you will see the term "well qualified" and "best qualified". Well qualified is a term used in the PPP process. Employees are only registered for occupations and grades where they would be able to successfully perform duties with orientation only. As a general rule, recency of experience is an important factor in the selection of skills and determination of qualifications. Best qualified refers to candidates that are rated and ranked using distinguishing criteria. The candidates are competing with each other (merit promotion procedures). Only those that fall in the highest categories are referred.

RESUMIX Procedures:

RESUMIX procedures involve the applicants creating a resume using the Army Resume Builder and submitting it to the Army Resume' Database (RESUMIX) to apply for Department of the Army job vacancies. Both (internal & external) applicants must have a resume on file within the Army's Resume' database to apply for positions. Applicants then submit a self nomination form to the CPOC which tells the staffers to consider the applicant's resume for a specific position. ANSWER provides information to applicants & employees on the status of their resume, referrals, and status of jobs for which they applied.

RIF:

Reduction in Force refers to the process used to identify what happens with employees faced with situations such as lack of work, shortage of funds, and reorganizations. Preparing for a RIF may result in your organization undergoing hiring restrictions.

RPL:

The Reemployment Priority List is a tool used by agencies to assist in placing employees who have been separated by RIF or employees who are fully recovered from a compensable injury after more than one year. The RPL offers hiring preference to eligible DoD individuals for competitive service vacancies within DoD activities within the local commuting area of the position from which separated.

Time in Grade:

This pertains to an additional requirement many candidates are required to meet when applying for positions. For example, a permanent GS-05 employee working at your organization can't apply for a GS-09 position (even if the employee meets basic qualifications).

However, if the employee has held a GS-07 for one year sometime in the past - this would meet time-in-grade requirements. Time-in-grade rules do not apply to candidates applying thru DEU, or employees in the excepted service or in blue collar occupations. For more details, contact your servicing advisor.